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Approved For Release 1999/09/02 : CIA-RDP79-01157A000100020007-8

14 February 1951

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To: Advisor for Management
From: Assistant Director for Research and Reports
Subject: Interim Table of Organization for O/RR

1. Attached is the proposed T/O for the Office of Research and Reports covering the period 4 February to 30 June 1951. This proposal takes into consideration the recruitment difficulties to be encountered, and provides as realistic an estimate as possible of O/RR capabilities for the interim period. It is not to be taken as an estimate of the total actual requirement of the Office for the performance of its mission.
2. This Office is currently at work on a survey of the requirements of the US Government for foreign economic research relating to national security and of the capabilities of other Government agencies to conduct such research. A definitive picture of the areas in which O/RR must conduct research cannot be drawn in detail until the completion of this survey, which is scheduled to be ready by 31 March. However, the survey has progressed far enough for it to be apparent that we will ultimately require a staff substantially larger than that provided for in the attached T/O. Although many of the functions of the former Office of Reports and Estimates have been transferred elsewhere, new responsibilities have been laid upon O/RR requiring us to do difficult work vital to the national security and not formerly done in CIA.
3. It is understood that CIA personnel limitations may require a ceiling on positions to be filled by 30 June 1951, considerably under this T/O request. However, this T/O gives us for the time being sufficient flexibility to expand as rapidly as we are able to find and process people with the necessary qualifications. It is anticipated that as we approach

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the strength provided, and as our responsibilities become clearer, the T/O may have to be revised to permit substantially greater expansion.

4. In one respect the T/O submitted does not correspond with the informal views of representatives of your office. We have placed a position for an Administrative Assistant for the chiefs of each division and of the Staff. It is my conviction that these assistants are most important to the work of the divisions and that the services we believe they should perform cannot be handled efficiently by administrative staffs outside the divisions without disproportionate expansion. I would welcome an opportunity to discuss this with you further.

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MAX F. MILLIKAN

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